

# **Contract Fact Sheets**

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Division of Child and Family Services

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**Contract Fact Sheet:** Community Care

**Purpose of Contract:** Child and family focused services and supports are provided to families referred from the Department. These services and supports are geared to keeping the children in the family safe from abuse and neglect, keeping the family intact, preventing the need for further and future intervention by the Department, including removal of the child from the home, and to build on-going linkages to community-based resources that improve the safety, health, stability and well-being of those served. Most services are provided in the family home.

**Scope of Work:** The Community Care Contractor works directly with all families referred by the Department. Services are provided by Community Care Managers and Regional Supervisors. The Contractor assesses individual child needs, family functioning and potential child and family risk factors of all families referred. A family focused care plan is developed within 21 days of the date of first contact with the family.

In addition to the direct service provided by the Contractor, families who are referred by the Department are connected to a wide range of community resources and services responsive to the longer term needs of the family.

The contractor developed and continues to update a Community Care brochure used by the Department for family referrals and also provides training for Department employees as requested.

**Date of Initial Implementation of Contract:** The Community Care Contract began February 1, 2005. Referrals started on March 1, 2005. The contract has been amended yearly. FY09 is the final amendment under this contract. A competitive bidding process will be conducted to choose a contractor for FY10.

**Geographic Area Covered:** Services are provided statewide.

**Performance Measures and Performance Data:** The following is taken from the FY09 Community Care Contract.

**5.2 Performance Measures.**

The Contractor shall be accountable for and meet the following minimum performance measures in order to earn the performance based pay as set forth in this contract:

**Performance Measure 1:** The percent of families referred that have a child adjudicated CINA and the Department ordered to provide supervision or placement within (6) months of the date of referral for Community Care will be five percent (5%) or less.

**Performance Measure 2:** The percent of families referred to Community Care with a confirmed or founded report of child neglect or abuse within six (6) months of the referral to Community Care where the actual incident occurred after the date of referral to Community Care will be five percent (%) or less.

**Performance Measure 3:** The Community Care Contractor will make contact with all families referred to Community Care and receive responses back from at least eighty percent (80%) of the families within fourteen (14) calendar days of the date of referral from the Department.

**Performance Measure 4:** The Contractor will achieve an eighty five percent (85%) or greater positive client satisfaction rating from families referred regarding access, convenience, helpfulness and benefits of services and supports.

In addition to the above performance measures which were set forth in the RFP and agreed to in the Contractor's response to the proposal, the following performance measures set by the Contractor will be used to assess the performance of the Contractor but are not directly tied to performance based payment.

**Performance Measure 5:** Seventy-five percent (75%) or greater of families demonstrating the highest level of risk (i.e. founded incident of child abuse, pattern of reoccurring abuse, etc.) will demonstrate an improved parental attitude toward their child(ren) and parenting as measured using the Parent-Child Relationship Inventory (PCRI) through cognitive behavioral interventions.

**Performance Measure 6:** The Contractor will achieve eighty-five percent (85%) or greater client satisfaction rating for families having cultural and economic needs through better matching of service providers.

**Performance Measure 7:** The Contractor will achieve 100% training of all Community Care staff with at least 60 hours of training during the 23 months of service.

## **Performance Data for FY08**

Referrals for FY08

**2007**

<b>MONTH</b>	<b>TOTAL REFERRED</b>	<b>TOTAL CLOSED</b>
July	173	152
August	179	157
September	191	129
October	229	14
November	214	134

December	203	105
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## **2008**

MONTH	TOTAL REFERRED	TOTAL CLOSED
January	178	163
February	231	155
March	202	191
April	183	8
May	229	131
June	205	NA

<b>TOTAL FY08</b>	<b>2,417</b>	<b>1339 + JUNE</b>
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	PM #1	PM #2	PM #3	PM #4
FY 2008	Met 12 out of 12 months	Met 3 months at 100% level and 9 at 50%	Met 12 out of 12 months	Met for FY08

**Provider Selection Process:** A competitive procurement process was used in the award of the initial Community Care contract and will be used again in making the contract award determination for FY10.

**Basis of Provider Payment:** This is a performance-based contract. The contractor will be paid a monthly base pay and will also have the opportunity to earn performance based pay.

**Contract Monitoring Process:** The Department will review the performance of the Contractor at meetings and through the reports and data submitted by the Contractor or maintained by the Department to ensure that the contractor is meeting the deliverables of contract and achieving the specified results. The contractor will be required throughout the duration of the contract to satisfactorily provide the services described in meeting the desired outcomes.

**FY09 Budget:** The maximum pay that is available to the Contractor during the 18-month term of the contract is two million four hundred ninety-six thousand seven hundred thirteen dollars (\$2,496,713). There is no guarantee that Contractor will be paid the full amount of pay available. Performance based payments will not be made if the performance targets are not met, as determined in the sole discretion of the Department.

The Contractor will receive a base pay in an amount not to exceed two million one hundred sixteen thousand four hundred sixteen dollars (\$2,116,416) in equal payments for twelve (12) months of the eighteen (18) month contract. The monthly base pay

amount to be made is one hundred seventy-six thousand three hundred sixty eight (\$176,368) per month.

The contractor will receive a performance-based payment for achieving the performance targets each month of the Community Care contract for each applicable performance measure included in the contract. The total performance-based pay under this contract is an amount not to exceed three hundred eighty thousand three hundred four dollars (\$380,304). Performance-based pay for Performance Measures #1, #2, and #3 are made based on performance results achieved in a month and will be paid after review of that performance in the following month. If the performance target is not achieved for any performance measure in a month, no performance-based payment associated with that performance measure will be made in that month. Performance-based pay for Performance Measure #4 is made based on results achieved semi-annually, or twice per year, and will be paid the month after review of that performance. If the performance target is not achieved, no performance-based payment will be made.

**Purpose of contract**

The contracts define the parameters and expectations of group care providers related to the provision of “maintenance” and “child welfare services.”

“Group care maintenance” means food, clothing, shelter, school supplies, personal incidentals, daily care, general parenting, discipline, and supervision of children to ensure their well-being and safety, and administration of maintenance items provided in a group care facility. “Child welfare services” means age-appropriate activities to maintain a child’s connection to the child’s family and community, to promote reunification or other permanent placement, and to facilitate a child’s transition to adulthood.

The Department of Human Services and Juvenile Court Services use foster group care.

**Scope of work**

Foster group care provides structured living in a licensed setting with intensive staff supervision and programs for children who cannot live in a family situation due to social, emotional or physical disabilities, aggressive behavior, or multiple handicaps. Group care is a restrictive level of care that should facilitate achieving the goals of a child’s permanency plan, treatment plan, or court order and allow ongoing involvement in a school program or employment. Group care should reduce or eliminate risk of delinquency, eliminate the risk of abuse of the child by the family, and focus on moving to a less restrictive setting such as the family, family foster care, or supervised apartment living.

Facilities provide 24-hour care and utilize community resources for education, recreation, medical, social and remedial services. Some facilities may use control rooms, locked cottages, mechanical restraints, and chemical restraints when these controls meet licensing requirements. Together with the child, referral agency, and family when possible, caseworkers in each facility develop and implement a care plan for each child containing goals and objectives with projected dates of accomplishment.

In addition to receiving the child welfare services required of the group care program, Medicaid-funded remedial services may also be provided to eligible children with approved remedial services implementation plans. It must be noted that the provision or receipt of remedial services in group care is not a requirement of the group care contract. Remedial services are provided separately and funded separately by the Medicaid program. A high percentage of children in group care also receive remedial services.

The *group care plan* is different than the remedial services *implementation plan*. However, when a child in group care is receiving remedial services, the two plans could be coordinated.

**Date of initial implementation and length of contract**

Until Fall 2006, group care was a part of the Rehabilitation, Treatment, and Supportive Services (RTSS) program, and Medicaid-funded rehabilitation services were included in the group care contract. The provision of therapy, counseling, and other skill building activities was required. That system was initiated in 1993 and it ended on October 31, 2006.

November 1, 2006 was the date that the Medicaid funded therapy and counseling services were “delinked” from group care and the date on which eligible children in group care could begin to receive prescribed remedial services.

Group care contracts are reviewed every two years.

**Geographic area covered**

Contracted group care facilities are spread across Iowa to ensure that group care is easily accessible from all parts of the state. It is the intent to place children as close to their home as possible.

**List of performance measures and performance data**

The group care contracts do not contain performance measures.

**Provider selection process**

The contractors in this program have been chosen under an open panel process. Currently Iowa contracts with 20 private providers in Iowa (offering multiple sites) and five private providers outside of Iowa that serve Iowa children who cannot be appropriately served in Iowa.

**Basis of provider payment**

Today’s contractual per diem cost of group care is approximately 85% Maintenance and 15% Child Welfare Services. The rates are based on rate-setting negotiations that, when originally individually negotiated years ago, included the above costs plus the cost of providing the Medicaid-funded RTSS services mentioned previously. When the Medicaid services were delinked from group care on November 1, 2006 the per diems were adjusted downward to reflect the contracted obligation to provide only Maintenance and Child Welfare Services.

At the time of the delinking, the per diem rates in the FACS system had the following payment code distinctions: Licensure as a “Community” facility – with a code of D1; Licensure as a “Comprehensive” facility with a code of D2; Certification as an “Enhanced” program – an old RTSS designation with a code of D3; and, Certification as a Highly Structured Juvenile Program, a.k.a. boot camp, with a code of D4. Each of these had different program requirements, including staff to client ratios ranging from 1:8, to 1:5, to 1:3, or otherwise depending on the needs of the children served.



After the Medicaid services were delinked, the “D” codes (D1, D2, and D3) remained in the FACS system for payment purposes, even though the RTSS certification of “Enhanced” services no longer exists. The Highly Structured Juvenile Program designation (D4) ended on June 30, 2008 and Iowa’s only two such programs became group care programs as either D1 or D2.

Group care utilization data is tracked regularly and each DHS service area annually develops a group care plan collaboratively with juvenile court services in order to manage its annual group care allocation. Funding for this program is determined annually by the legislature and a group care waiting list is maintained by each service area as needed. For additional information see the DHS report titled *Iowa Department Of Human Services Report on Iowa’s Group Care Usage And Waiting List* published at the following link:

<http://www.dhs.iowa.gov/Partners/Reports/ChildFamilyReports/ChildFamilyReports.htm>  
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#### **Contract monitoring process**

All contractors must be licensed; therefore, group care facilities must keep their license in good standing. Group care facilities may be licensed for up to three years and they are surveyed by the Department of Inspections and Appeals with its report coming to the Department of Human Services for either licensure or denial.

Additionally, DHS contract monitors distributed across the state ensure that contract service and financial obligations are met.

#### **SFY 2009 budget**

The SFY 2009 budget includes \$39,929,971 for group care, which includes both state and federal funds.

**Contract Fact Sheet:**        Juvenile Court Services Directed Programs

The state court administrator and chief juvenile court officers have primary responsibility for the administration of court ordered services and graduated sanction services for children. The graduated sanction services are also known as early intervention and follow-up services or community-based delinquency programs. The juvenile court services directed programs include court ordered services and four

Graduated sanction programs: Life Skills; School-based supervision; Supervised community treatment; tracking, monitoring, and outreach.

**Division III: Graduated Sanction Services**

The graduated sanction services are early intervention and follow-up services to be provided to children adjudicated delinquent and to children who have been referred to juvenile court services for a delinquency violation or who have exhibited behaviors likely to result in a juvenile delinquency referral. The services are directed to enhance personal adjustment to help the children transition into productive adulthood and to prevent or reduce criminal charges, out-of-home placement, and recidivism. The services are provided in the child's home community. Together this mix of services and the flexibility allowed in tailoring the services to meet specific needs offer a choice of treatment to meet the specific needs of the child.

**LIFE SKILLS:** are individual or group instruction which includes, but is not limited to, specific training to develop and enhance personal skills, problem solving, accountability, acceptance of responsibility, victim empathy, activities of daily living, and job skills.

**SCHOOL-BASED SUPERVISION:** are programs that provides for salaried staff, known as juvenile court school liaisons, to be hired by providers. The juvenile court school liaisons provide on-site services at middle and high schools to children experiencing truancy or other behavior problems at school and at home or in the community.

**SUPERVISED COMMUNITY TREATMENT:** is a program that provides supervised educational support and treatment during the day to children who are experiencing social, behavioral, or emotional problems that place them at risk of group care or state institutional placement. A supervised community treatment program for a child may be funded from multiple sources, but the funding sources for components of the service may not duplicate or overlap payment or services. A program whose components and activities are funded from multiple sources must be capable of tracking the receipt and

expenditure of funds for the component and activities, and these funding streams must be described in the contract.

**TRACKING, MONITORING, and OUTREACH:** are services undertaken to provide individualized and intensive one-to-one intervention to a child to help the child establish positive behavior patterns and to help maintain accountability in a community setting.

**ELIGIBLE PROVIDERS:**

The chief juvenile court officer develops contracts for the purchase of court-ordered services or graduated sanction services from public or private agencies, organizations, or eligible individuals.

**ALLOWABLE COSTS:**

- a. Reimbursement for mileage, meals, and lodging expenses involved in the transportation of the child shall not exceed the lower of the rates set by the state executive council or the provider's customary rate, unless the transportation is provided by a public officer or employee.
- b. For Medicaid covered services, the provider shall be reimbursed at the same rate and duration as Medicaid reimburses under the fee schedule provided in 441 – sub rule 79.1(2) unless the chief juvenile court officer determines that a rate negotiated with the provider may be paid.
- c. A provider with a purchase of service contract for a similar service shall be reimbursed at the rate of the purchase of service contract. A provider that does not have a purchase of service contract shall be reimbursed at a rate comparable.
- d. Private insurance allowances may be supplemented up to, but shall not exceed, the amounts allowed in the rule. Funds for court ordered care and treatment or graduated sanction services shall not be used in lieu of private insurance.
- e. A provider shall not be reimbursed at a rate that is greater than allowed by administrative rule.

**Life Skills:** Billable unit and rate setting. Rates for life skills services shall be established through an agreement between the provider and the chief juvenile court officer based on the provider's proposed budget. Rates may vary among providers for various types of life skills services. The billable unit and unit cost shall be specified in the contract. Life skills service shall be billed on the basis of units of instruction provided to eligible children during specified time frames. Instruction may be provided on an individual or group basis. The provider may incorporate the expenses for instructional materials into service units cost or may identify the expense for instructional materials in an attachment to the contract to be billed separately from unit cost.

**School-Based Supervision:** This program is used to hire salaried staff, through a contract with a provider, to provide school-based supervision. The cost of the service is the cost of the salary and administrative expenses identified in the contract for which the department is billed, generally monthly or quarterly. The contract shall define the rate

and schedule to be used for submitting a claim for salary and related administrative expenses. School based supervision provides short-term or long-term service to children. The juvenile court school liaison shall maintain a list, by month, of the individual children to whom service is provided. School-based supervision rates are based on directives in annual legislation for the school based appropriation as well as budgeted and rate setting procedures within each school district. Funds allocated to the department and administered by juvenile court services shall be matched with funds committed from the local school district where the program is established. The chief juvenile court officer shall negotiate the match rate with the school's authorized designee.

**SUPERVISED COMMUNITY TREATMENT:** is a program that provides supervised educational support and treatment during the day to children who are experiencing social, behavioral. Or emotional problems that place them at risk of group care or state institutional placement. A supervised community treatment program for a child may be funded from multiple sources, but the funding sources for components of the service may not duplicate or overlap payment or service activities so as to pay for the same or parts of the same service twice or pay for overlapping services. Billable unit and rate setting: rates shall be established through an agreement between the provider and the chief juvenile court officer, based on the provider's proposed budget. The billable unit and costs shall be specified in the contract. Supervised community treatment shall be billed on the basis of units of service provided to eligible children during specified time frames. These services may be provided on an individual or group basis. Rates shall be established and reimbursed based on delivery of one-half hour, one hour, or per diem of specified supervised community treatment service. The rate for any supervised community treatment service delivered in the same room by staff with the same qualifications as any other comparable treatment or supportive service program shall be the applicable rate established for the other comparable treatment or supportive services program. Different rates may be established for the components of the supervised community treatment program and different sources of payment may be used for the different components.

**TRACKING, MONITORING and OUTREACH:** These are undertaken to provide individualized and intensive one-to-one intervention to a child to help the child establish positive patterns and to help the child maintain accountability in a community-based setting. Children shall be eligible without regard to individual or family income when they are adjudicated delinquent or are determined by a chief juvenile court officer to be at risk and to be in need of assistance in maintaining accountability in a community-based setting. These services may be provided seven days a week, up to 24 hours a day, and may include multiple daily contacts with the child.

Billable unit and rate setting: The unit of service shall be defined as a quarter-hour, half-hour, hour, or day of service to the child, as specified in the contract. The reimbursement rate shall represent actual costs. For telephone contact monitoring, juvenile court services may choose to reimburse providers according to receipts or at a set rate per call.

CONTRACT monitoring: Each chief juvenile court officer shall establish procedures to review and audit the provision of the graduated sanction services to ensure that the requirements of the contract is met. The court accountant auditor as established shall conduct the reviews and audits.

Annual on-site reviews and audits are required for any provider having one or more contracts with one or more judicial districts when the total annual value of the contract is \$ 100,000 or more.

An on-site review and audit are required for each provider new to the district during the first year of the provider's contract with the district when the total value of the provider's contracts with the judicial district is \$ 50,000 or more.

Additional on-site reviews and audits are optional but may be considered appropriate by the chief juvenile court officer for providers, other than those already identified based on factors such as: length of time the provider has been in business; amount of time provider has offered the services being purchased; type of service or program being purchased; amount of money involved in the contract; whether other governmental entities contract with this provider; findings from previous audits by the district, the department, or other entities such as the state auditor's office.

The court accountant auditor shall review and audit the provider's service and financial records, including the client case records and case files, to ensure that the records contain the required documentation of the provision of the contracted service for each individual child for whom a claim is made. The review and audit shall include contact with the client; review and audit of service billings and delivery of service; review and audit of provider standards, staff qualifications, case files and case records, progress reports, and billing and payment records.

**Contract Fact Sheet:**            Recruitment and Retention

Purpose: The parties have entered into this Contract with Iowa KidsNet for the recruitment and retention of resource families that are available to be successfully matched with children who need out-of-home care in a foster family setting, adoptive placement or relative placement.

Short summary of scope of work:

- Recruit foster and adoptive parents who will meet the needs of children in need of foster and adoptive placement
- Match children in need of foster care placement with families who can meet their needs for safety, permanency, and stability
- Provide orientation and pre-service training to foster and adoptive parents (adoptive parents who are interested in adoption through DHS)
- Perform key foster care licensing and adoption approval activities
- Provide support to foster parents
- Assess suitability of unlicensed relatives for placement of relative children (DHS has the option of contracting with IKN for this activity)

Date of initial implementation and length of contract: January 2, 2007- June 30, 2008. Can have up to three, one-year renewals. We had the first renewal June 1, 2008. This renewal will expire on June 30, 2009.

Geographic Area covered:

Entire state

2007-2008 Performance Measures and Data

**Performance Measure 1:** Increase the number of resource homes that are licensed to meet the placement need of children. The following performance standard shall be used to determine if Performance Measure 1 has been met:

A. The Contractor will for ninety five (95) percent or more of new families recruited, defined as completing the home study process to become licensed for foster care or approved for adoption, submit the foster home licensing packet or completed adoption home study to the Department within one hundred ten (110) days of the date the applicant begins preservice (PS-MAPP) training. The Department will begin sending family referrals for homes studies to the Contractor on February 1, 2007.

JULY-SEPT 2007: 99%

OCT-DEC 2007: 100%

JAN-MARCH 2008: 91.9%

APRIL-JUNE 2008: 89.1%

B. Ninety eight (98) percent of foster parents that submit a renewal application shall be processed for license renewal and adoption home study updates shall be completed for  
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ninety eight (98) percent of the adoptive families that request an update. The foster home licensing packet and the home study update shall be submitted to the Department at least forty five (45) days prior to the license expiration date or the expiration of the home study approval date. The Department will begin sending referrals for home study renewals to the Contractor May 1, 2007. The Contractor will notify the Department if the family declines to have the home study updated.

JULY-SEPT 2007: 98%

OCT-DEC 2007: 99%

JAN-MARCH 2008: 90.6%

APRIL-JUNE 2008: 80%

**Performance Measure 2:** Children who require out of home care are matched with families that are prepared to meet the needs of children placed in their home. The following performance standards shall be used to determine if Performance Measure 2 has been met. The Department agrees to utilize the family matched for the child by the Contractor unless an exception is granted in accordance with the Department's established guidelines.

A. When a placement referral is received from the Department for an urgent placement, the Contractor will provide the Department with the name of one (1) or more families that will accept placement of the child within two (2) hours of referral ninety five (95) percent of the time.

JULY-SEPT 2007: 81%

OCT-DEC 2007: 79%

JAN-MARCH 2008: 87%

APRIL-JUNE 2008: 90.5%

B. When a placement referral is received from the Department for a planned placement, the Contractor will provide the Department with the name of one (1) or more families that will accept placement of the child within five (5) working days of referral ninety five (95) percent of the time.

JULY-SEPT 2007: 68%

OCT-DEC 2007: 79%

JAN-MARCH 2008: 64.2%

APRIL-JUNE 2008: 66.8%

C. Ninety five (95) percent of the families referred by the Contractor to the Department for a placement match will result in a placement.

JULY-SEPT 2007: ?

OCT-DEC 2007: ?

JAN-MARCH 2008: 79.7%

APRIL-JUNE 2008: 82.9%

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**Performance Measure 3:** Stability, and safety are maintained for children in foster care. The following performance standards shall be used to determine if Performance Measure 3 has been met.

A. Eighty six (86) percent or more of all children in placement as of March 1, 2007 that require a family foster care, adoption or relative placement shall experience no more than 2 placements within twelve (12) months or less. The performance standard of eighty six (86) percent will apply to the first two (2) quarters that begins April 2007 and July 2007. Thereafter the performance standard will increase to ninety (90) percent for the remaining quarters beginning October 2007.

APRIL-JUNE 2007: 85.44%

JULY-SEPT 2007: 88.29%

OCT-DEC 2007: 65.43%

JAN-MARCH 2008: 66.98%

B. Ninety nine (99) percent or more of resource parents licensed to provide foster family care during the contact period for which a placement match is made will not receive a founded or confirmed abuse report.

APRIL-JUNE 2007: 99.83%

JULY-SEPT 2007: 99.66%

OCT-DEC 2007: 99.9%

JAN-MARCH 2008: 99.91%

C. Ninety five (95) percent or more of adoptive families with children eligible for the adoption subsidy program will not receive a founded or confirmed abuse report.

APRIL-JUNE 2007: 99.76%

JULY-SEPT 2007: 99.85%

OCT-DEC 2007: 100%

JAN-MARCH 2008: 100%

**Performance Measure 4:** Achieve timely permanency for children in foster care. The following performance standards shall be used to determine if Performance Measure 4 has been met.

A. Eighty seven (87) percent or more of the children in foster care who return home will return home within 12 months of foster care entry. The performance standard of eighty seven (87) percent will apply to the first two (2) quarters that begin April 2007 and July 2007. Thereafter the performance standard will increase to ninety (90) percent for the remaining quarters that begin October 2007. (PLEASE NOTE: THE PERCENTAGE TARGET FOR 4-6/08 IS 65%)

April-June 2007: 61.14%

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July-September 2007- 61.87%  
October-December 2007- 52.71%  
January-March 2008- 50.90 %

B. Fifty (50) percent or more of children who are adopted will have been adopted within 24 months of foster care entry.

APRIL-JUNE 2007: 52.26%  
JULY-SEPT 2007: 48.37%  
OCT-DEC 2007: 60.85%  
JAN-MARCH 2008: 53.18%

**Performance Measure 5:** Resource families are satisfied with the training, and support they receive. The following performance standard shall be used to determine if Outcome #5 has been met.

A. The Contractor will achieve an eighty five (85) percent or greater positive client satisfaction rating from families referred regarding training and benefits of support services provided. The content and frequency of the surveys will be negotiated.

April-June 2007: 87.36%  
July-Sept 2007: 85.2%  
October-Dec 2007: 83.85%  
Jan-March 2008: 79.4%

**Performance Measure 6:** Department staff is satisfied with the Contractor's recruitment plans, matching service and the families that are referred as placement options. The following performance standard shall be used to determine if Outcome #6 has been met:

A. The Contractor will achieve an eighty five (85) percent or greater positive satisfaction rating from Department staff regarding the bidder's recruitment plans, matching service and the families that are referred as placement options. The content and frequency of the surveys will be negotiated

April-June 2007: 50%  
July-Sept 2007: 73.2%  
October-Dec 2007: 72.3%  
Jan-March 2008: 68.1%

2008-2009 Performance Measures: (We do not yet have data on these PM's)

**Performance Measure 1: Ensure that there is a sufficient pool of foster and adoptive homes to meet the needs of children in need of foster or adoptive placement.**

PM1A: Children who are placed into a licensed foster family home during a quarterly period will be placed into a licensed foster family home that is within 45 road miles of the child's home. The Department and Contractor will establish a baseline percent during the first quarter of the contract (ending September 30, 2008.) In the quarters following, the Contractor will achieve incremental increases over the established baseline as follows: 5% increase over the established baseline in the second quarter ending December 31, 2008; 6% increase over the established baseline in the third quarter ending March 31, 2009; and 7% increase over the established baseline in the fourth quarter ending June 30, 2009.

PM1B: Children placed into a licensed foster family home within the quarterly report period will experience stability in the placement. Children will either be in the same licensed foster family home six months after placement, or will have exited that home to trial home visit working toward reunification, or to an adoption pre-subsidy placement working toward permanency, or will have attained permanency through guardianship or adoption. Any child who experiences more than one licensed foster family home placement within the quarterly report period will be evaluated based upon the earliest of the licensed foster family home placements within the quarterly reporting period. The Department will establish a baseline percent during the first quarter of the contract (ending September 30, 2008.) For the quarters following, the Contractor will achieve incremental increases over the established baseline as follows: 5% increase over the established baseline for the second quarter ending December 31, 2008; 6% increase for the third quarter ending March 31, 2009; and 7% increase for the fourth quarter ending June 30, 2009.

**Performance Measure 2: Process foster and adoptive initial licensures/approvals and relicensures/renewals timely.**

PM2A: The Contractor will for ninety-five (95) percent or more of new families recruited, defined as completing the home study process to become licensed for foster care and/or approved for adoption, submit a complete adoption/foster care packet to the Department within one hundred ten (110) days of the date the applicant begins pre-service (PS-MAPP) training. For studies in which PS-MAPP is waived, the timeframe is ninety (90) days from the date Contractor receives notification via email from the Department that the training has been waived.

PM2B. For ninety-five (95) percent of foster and adoptive parents that submit a renewal application, the contractor will submit a complete adoption/foster care packet at least forty-five (45) days prior to the license/approval expiration date. The Contractor will notify the Department if the family declines to participate in the relicensure/renewal update.

**Performance Measure 3: Children will be matched with appropriate foster homes in**

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**a timely manner. The Department agrees to utilize the family matched for the child by the Contractor unless an exception is granted in accordance with the Department's established guidelines.**

PM3A. When a placement referral is received from the Department or Juvenile Court Services for an urgent placement, the Contractor will provide the Department with the name of one (1) or more families that will result in an accepted placement match for the child within two (2) hours of referral ninety five (95) percent of the time.

PM3B. When a placement referral is received from the Department or Juvenile Court Services for a planned placement, the Contractor will provide the Department or Juvenile Court Services with the name of one (1) or more families that will result in an accepted placement match for the child within five (5) full working days of referral ninety five (95) percent of the time, except as stated in "C", below.

PM3C. When a placement referral is received from the Department or Juvenile Court Services and the child is being discharged from group care, PMIC, a hospital psychiatric unit, or a State Institution, the Contractor will provide the name of one or more families that will result in an accepted placement match for the child within thirty (30) calendar days of referral by the Department ninety-five (95) percent of the time. (Placements that fall within Category "C" are never considered to be "urgent" as described in the definitions.)

**Performance Measure 4: Safety is maintained for children in foster and adoptive care.**

The following performance standard shall be used to determine if Performance Measure 4 has been met.

PM4A. Ninety nine (99) percent of children in licensed foster family or preadoptive care will be safe from abuse by their foster or preadoptive parents.

PM4B. Ninety nine (99) percent of children in adoptive care (post-finalization) who are eligible for the Adoption Subsidy Program will be safe from abuse by their adoptive parents.

**Performance Incentive 1A:** The contractor shall be eligible to receive a one-time incentive payment of \$ 7500.00 per service area upon Department approval (in accordance with 5.1.1.1.2) of the Service Area-specific, fiscal year 2009 recruitment and retention plan that is developed in accordance with Sections 5.1.1.1 and 5.1.1.1.1. Payment for this incentive is contingent upon the Service Area recruitment and retention plan being developed and approved within sixty (60) days of the start of the contract renewal period. The Contractor will submit the Service Area Recruitment and Retention plan to the Department Service Area Manager and Contract Owner. In addition to detailing recruitment and retention strategies, each Service Area Plan will include one general numerical goal, and three unique, numerical goals for three separate, prioritized target populations. A plan may include numerical goals for additional target populations.

When a plan includes additional target populations, there must be prioritization of the top three target populations. The three unique, priority numerical goals are not considered to be subsets of the general recruitment goal. Additional target population numerical goals are considered to be a subset of the general numerical goal. Two sets of numerical goals for the general and each of the target populations will be established in the plans: One for the first six months of the contract (July 1, 2008- December 31, 2008) and the other for the second six months of the contract (January 1, 2009-June 30, 2009.)

**Performance Incentive 1B:** For each Service Area and for each six-month period, the Contractor shall be eligible to receive an incentive payment of \$5625.00 for meeting the general numerical target as established in the Service Area Recruitment and Retention Plan for that six-month period. Also, for each Service Area and for each six-month period, the Contractor shall be eligible to receive an incentive payment of \$1875.00 for each of the three prioritized population numerical targets that have been met as established in the Service Area Recruitment and Retention Plan for that six-month period.”

Provider Selection Process:

The original contract was developed through the RFP and competitive bid process

Basis of Provider Payment

Monthly base pay, quarterly performance measure pay, incentive payment related to recruitment goals

Contract Monitoring Process

There is a contract monitor assigned to the contract. The contract monitor does site visits and reviews invoices and supporting data.

Iowa KidsNet provides quarterly reports to the Department regarding recruitment and retention activities. They also provide quarterly data regarding some of the Performance Measures

Amount in FY09 budget:

\$6,611,164

State share: \$3,783,276

**Contract Fact Sheet:            Resource Family/Peer Support**

Purpose:

The parties have entered into the contract with the Iowa Foster and Adoptive Parent's Association for the purpose of retaining the Contractor to: promote organizational growth and develop support initiatives for foster and adoptive parents

Short Summary of Scope of Work:

- Create and maintain foster and adoptive parent support groups throughout the state
- Administer the Adoption Respite Program
- Provide support, information, and referral services to adoptive families
- Develop and provide in-service training offerings for foster and adoptive parents designed to increase their knowledge and skill level
- Develop and administer a volunteer program to provide peer support to foster parents

Date of initial implementation and length of contract

The State has had contracts related to support and training of foster and adoptive parents with IFAPA since 1994. In July 2004, the State entered into the current contract with the Iowa Foster and Adoptive Parent Association. This contract is currently on extension from 7/1/08- 9/30/08.

Geographic Area covered: Entire State

2007-2008 Performance Measures and Data

The currently extended contract has performance measures related to Welcome Packets being provided to parents timely, and issuing annual grants to support groups timely

Provider Selection Process: The 2004 contract, which is currently on extension, was created through Sole Source Procurement. An RFP has been issued for Support Services for Resource Families, and new contract will be developed with the successful bidder with an effective date of 10/1/08.

Basis of provider payment (e.g., hourly, monthly case rate, cost based, etc.): IFAPA submits monthly invoices that reflect expenditures on approved budget line items

Contract monitoring process: The contractor provides monthly reports and verbal updates to the program manager

July-September 2008 budget: \$257,943

**Contract Fact Sheet:     Safety Plan Services & Family Safety, Risk, and Permanency Services**

**Purpose of contract/Summary of scope of work**

**Safety Plan Services** and **Family Safety, Risk, and Permanency Services** are two new service delivery packages provided to children and families by Contractors for the Iowa Department of Human Services. These new service packages reflect the Department's movement toward child welfare services that are more family-focused, designed to build on family strengths, enhance parent's or other caregiver's protective capacities to safely care for their children, connect families to community resources and informal support systems, and are aligned with the Department's Model of Child Welfare Practice and the child safety, permanency and well-being focus of the federal Child and Family Services Review process. In addition, the Department intends to encourage greater flexibility, innovation, and use of evidence-based practices in service delivery.

The first new service package, **Safety Plan Services**, is a time-limited service package that helps maintain child safety while Department staff are completing a child protective or CINA assessment in which children are determined to be conditionally safe. The Department feels it is critical to have this package available because of the need to make every effort to assure safety in these vulnerable cases. **Safety Plan Services** are provided in the child's home or in locations as specified in the child's Department Safety Plan. These services involve provision of a flexible array of monitoring activities and interventions that will be used to supplement the family's protective capacities needed to keep children safe.

The second new service package, **Family Safety, Risk, and Permanency Services** is the primary family-centered service intervention purchased by the Department. This service package focuses on promoting safety, permanency, and well-being for children; and provide interventions to preserve families, reunify children who have been removed from their homes, or achieve alternative permanent family connections, such as through making and maintaining an adoptive or guardianship placement, for children who can not return home. **Family Safety, Risk, and Permanency Services** are targeted to children and families with an open Department's child welfare case, following a child abuse or CINA assessment or juvenile court action. These services will be provided in the child's home and/or various locations as indicated in the case permanency plan. Regardless of the settings in which a family's children reside, these services are designed to provide culturally sensitive interventions and supports to achieve safety and permanency for children. For children who cannot be reunited with their family, implementing permanency-planning strategies, such as helping achieve and maintain placement in an adoptive or guardianship setting, to achieve alternative permanent family connections is expected. In addition to the primary focus on safety and permanency for children, Department staff are also responsible for assessing strengths and needs of children relevant to physical health, educational and mental health issues, as part of their

assessment of child well-being. Therefore, Department staff and private child welfare agencies under contract with the Department will continue to make efforts to assess whether children need a physical, behavioral health, or educational assessment/evaluation. There will be flexibility on which interventions are delivered at different times during case involvement. The types of interventions delivered will be based on Department and contractor assessment of children and family needs, directed by the results of family team meetings in which family perspectives on concerns and service needs are included, and sufficient to address the safety, risk, and permanency issues in each case. **Family Safety, Risk, and Permanency Services** allow for the provision of a broad array of individualized services and supports designed to promote positive change in the behavior of a child's parent, caregiver, relative, or the child; assist families in achieving positive changes; monitor case safety status, risks of maltreatment, family stability, protective capacities and adjustment; promote permanency and well being; and assist in implementing transition plans for older youth moving toward adulthood.

#### **Date of initial implementation and length of contract**

Safety Plan Services and Family Safety, Risk, and Permanency Services were implemented beginning October 1, 2007 for 7 of the 8 Service Areas. Council Bluffs implemented services beginning January 1, 2008.

The Contracts will end on June 30, 2009, with the possibility of up to four additional one (1) year extensions at the sole discretion of the Department.

#### **Geographic Area covered**

The Department entered into Contracts within each of the eight (8) service areas: Ames, Council Bluffs, Cedar Rapids, Davenport, Des Moines, Dubuque, Sioux City, and Waterloo. The Cedar Rapids and Des Moines service areas were divided into two (2) geographic sub areas (North and South).

#### **List of performance measures and performance data**

Safety Plan Services and Family Safety, Risk, and Permanency Services are Performance Based Contracts.

**Safety Plan Services – Outcomes:** (1) Children will not be removed from their homes during Safety Plan Service Provision - **\$50.00**. (2) Children do not suffer maltreatment during Safety Plan Service Provision - **\$50.00**.

**Family Safety, Risk, and Permanency Services - Outcomes:** (1) Children are safe in their homes - **\$100 per case**. (2) Children are safely maintained in their own homes during episodes of services and for six [6] consecutive months following the conclusion of their episode of services - **\$250.00 per case**. (3) Children are reunified without reentry - **\$500** for each child. (4) Children achieve permanency through adoption or guardianship within twenty-four [24] months of removal - **\$500.00** for each child.

**Provider selection process (i.e., open panel, competitive procurement)**

The Contractors were selected through the competitive procurement process.

**Basis of provider payment (e.g., hourly, monthly case rate, cost based, etc.)**

The Department purchases **Safety Plan Services** as a fifteen (15)-calendar day service unit with a defined unit rate. The Department worker may purchase a 15-day service period as needed to provide the Safety Plan Services for a case, with the option of purchasing one additional (15)-calendar day unit of services if needed. The maximum reimbursable unit rate for the fifteen (15)-calendar day unit of services beginning July 1, 2008 will not exceed **\$521.16**.

The Department purchases **Family Safety, Risk, and Permanency Services** using a calendar month unit of services. Under the calendar month approach, services are purchased based on a calendar month period of delivery of the array of services to each case served. Under the monthly unit, contractors receive a monthly payment amount for each full calendar month a case is opened/approved for services and the contractor meets the minimum monthly service delivery requirements. The statewide base monthly payment amount beginning July 1, 2008 for all Contractors is **\$473.10** per month.

If the Iowa Legislature enacts legislation to increase child welfare provider rates, the rates for Safety Plan Services and Family Safety, Risk, and Permanency Services will be adjusted accordingly.

**Contract monitoring process**

Each Contract is assigned a Contract Monitor (Department worker) who provides review and oversight of the Contract with the Contractor.

**Either FY 2008 expenditures, or amount of \$ in FY 2009 budget (perhaps total and state share)**

The Department was funded to serve 4950 Family Safety, Risk, and Permanency Services cases in SFY'08.

In FY'09, the Department is funded to serve 5048 Family Safety, Risk, and Permanency Services cases.



**Purpose of contract**

The contracts define the parameters and expectations while assuring a broad distribution of beds that provide statewide access for the users of emergency juvenile shelter – the Department of Human Services, Juvenile Court Services, and law enforcement.

**Scope of work**

On behalf of children up to the age of 18 years (though discouraged for children 12 or younger unless other appropriate alternatives are unavailable), shelters are designed to provide 24-hour emergency, short-term and temporary care until a more permanent living arrangement can be made. It is provided in a DHS-licensed, physically unrestricting facility at any time between a child's initial contact with juvenile authorities and the final judicial disposition of the child's case.

Shelter care facilities may be private or county or multicounty-operated. They offer safe room and board and provide a structured program for day-to-day living based on a child's individual needs. Additionally, they ensure that children's educational, health care, and recreational needs are met while in care. Counseling is provided as needed.

Children in shelter care could receive remedial services if determined eligible, but remedial services are part of the Iowa Medicaid program and not part of these contracts.

**Date of initial implementation and length of contract**

The purchase of social services (POSS) contract and the Shelter Care Addendum is used. The current contracts have been in place since July 1, 2005 and they are renewable annually, covering the period of July 1 – June 30 of each fiscal year.

**Geographic area covered**

Contracts are spread across the state to ensure that shelter is easily accessible from all parts of the state. It is the intent to place children as close to their home as possible.

**List of performance measures and performance data**

Shelter census data is tracked daily (reported weekly and at month's end) in addition to the following performance measure for SFY 2009:

“The percent of all children served by the Contractor who were safe from child neglect or abuse by a foster caregiver employed by the Contractor while the Contractor was the caretaker. This performance measure will be monitored annually. The annual measure will be calculated by using the total number of children served during the year as the denominator, and the number of those children who were safe from child neglect or abuse as the numerator. The performance target for this measure is 99.5%.”

**Provider selection process**

This program used a competitive procurement with a Request For Proposal (RFP) process initiated in SFY 2006. The original and current 19 contracts (accounting for 22 shelters) are renewable annually and current rules permit contracts to be renewed for up to six years total under the original RFP.

**Basis of provider payment**

A per diem that is annually determined by the legislature is paid. For SFY 2009 the state share of the per diem (which can be a combination of state and federal IVE funds) is either the actual cost of shelter or up to the allowable \$92.36. If actual shelter costs exceed this, the counties of the children served may be billed for the difference of the actual cost up to the allowable maximum per diem of \$139.01. That means the state could pay \$92.36 and counties could pay up to \$46.65 daily.

The DHS payment for each bed contracted with these providers is guaranteed, meaning that the DHS pays its share of the per diem whether or not the bed is used.

**Contract monitoring process**

All contractors must be licensed; therefore, shelters must keep their license in good standing from year to year and they are surveyed annually by the Department of Inspections and Appeals with its report coming to the Department of Human Services for either licensure or denial. Additionally, DHS contract monitors distributed across the state ensure that contract service and financial obligations are met.

**SFY 2009 budget**

The SFY 2009 budget includes \$9,440,034 for shelter care, which includes both state and federal funds.